



# COMMUNITY-DRIVEN DEVELOPMENT AN INTRODUCTION

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**WORLD BANK GROUP**  
Social, Urban, Rural & Resilience



**COMMUNITY-DRIVEN  
DEVELOPMENT**  
GLOBAL SOLUTIONS GROUP

# What is Community-Driven Development?

***Community-Driven Development (CDD) is an approach to local development that gives control over planning decisions and investment resources to community groups.***

CDD programs operate on the principles of **transparency, participation, local empowerment, demand-responsiveness, greater downward accountability, and enhanced local capacity.** Governments use CDD to build community capabilities and deliver a wide-range of development results.

CDD programs generally include five main features:

- **focus on community,**
- **participatory planning,**
- **participatory monitoring,**
- **community involvement in implementation and operations and maintenance (O&M),**
- **community control of resources.**



## Why is CDD important?

CDD improves development outcomes through increased:

- **efficiency**, by matching resources to need and by reducing corruption and leakage,
- **equity**, by getting resources to the poor more effectively and by better targeting excluded groups,
- **empowerment**, by giving communities greater voice and choice, and enhancing accountability, transparency, and participation.

## When to use CDD?

CDD is most successful when:

- **public services or markets are absent or non-functional**, such as in political transitions, or post-conflict or post-disaster contexts,
- **local institutions are non-representative or not responsive to citizen needs**,
- there is **nascent decentralization**.



Ismail Abdulhi is a pastoralist in Ta Kuti village (Niger State) and beneficiary of Nigeria's Fadama II project. Photo: Arne Hoel / World Bank



## What does CDD finance?

CDD projects are often used for the provision of goods and services that are **small-scale, not complex**, and **require local cooperation**. These include:

- **community infrastructure**, such as rural roads and bridges, wells and water systems, schools, or health posts,
- **common property resource management**, such as forests, fisheries, and water sheds,
- **micro-enterprise development or cooperatives**,
- **local governance and decentralization support**,
- **building capacity of communities and government**



NATIONAL SOLIDARITY PROGRAM ( NSP). Workers are working on the road in Zarangan Dara village, Afghanistan.  
Photo: © Imal Hashemi / TAIMANI FILMS / WORLD BANK

# World Bank CDD Portfolio and Trends

- **177** active projects across **73** countries
- **\$17.3 billion** in total active financing (excluding trust funds, government funding and other co-financing)
- Average of **\$2.8 billion/year**, for past 10 years; **7.1%** of overall Bank lending



Source: CDD Project Database, World Bank, January 2017

## Demonstrated Impacts of CDD Programs

- **Positive economic welfare** (income and consumption) outcomes in several programs
- Significant improvements in **education, health, and drinking water access**
- Generally reaching **more poor than non-poor** households
- Effective in **delivering services quickly in post-conflict settings**
- Participation improves **construction quality, maintenance, and lowers unit costs**

## Results of CDD Programs

In recent years, the World Bank has increasingly focused on results of CDD. A review of impact evaluations found generally positive evidence for poverty welfare reduction, poverty targeting, and increased access to services.<sup>1</sup>

### INDONESIA:

- The \$7 billion **PNPM Rural** has its roots in 1998 as a government program aimed to cushion the impact of the Asian financial crisis on poor rural households and build citizen trust. This phase of PNPM Rural aims improve **local governance and socio-economic conditions** for **40 million beneficiaries across 73,000 villages**.
- The program built and rehabilitated more than **135,000 km of roads**, approximately **18,500 bridges**, around **60,000 irrigation and clean water systems**, as well as **43,000 schools** and **14,000 health facilities**, generating more than **65 million labor days** for poor villagers. Rigorous impact evaluations show poor households experienced a nearly **12% increase in consumption**.
- A special program for health and education under another Indonesia CDD program resulted in **decreases in malnutrition, improvements in maternal and child healthcare**, and **increases in primary school participation rates**.



A bridge constructed under a CDD program crosses paddy fields in Indonesia.

1 Wong, Susan. 2012. What have been the impacts of World Bank Community-Driven Development Programs? CDD impact evaluation review and operational and research implications.

## AZERBAIJAN:

- The \$140 million **Second Azerbaijan Rural Investment Project (AzRIP)** supports the rehabilitation of critical infrastructure and financing of livelihood activities, as identified and prioritized by the communities.
- The project is expected to reach over **3.5 million beneficiaries in 1,800 poor rural communities** across the country.

***“AzRIP has empowered rural people to take agreed decisions in identifying and addressing priority development needs of their communities. It has demonstrated a new and highly successful approach to public service delivery in Azerbaijan,”***

*~ World Bank Director for South Caucasus*

- The project's rehabilitation of rural roads has reduced travel times to schools and markets by **47%** and **26%** respectively, with a **60% increase in agricultural products** being transported to markets by farmers.
- Primary school enrollment increased by **25%** after school rehabilitation.
- Rehabilitation of **irrigation systems** has increased average productivity by **approximately 30%**.

## MOROCCO:

- The **National Initiative for Human Development (INDH)** aims to invest up to **US\$2.1 billion** over five years to improve supply and access to **basic services, infrastructure and economic opportunity for poor and vulnerable groups**, as well as **strengthen local participatory governance**.
- INDH has financed more than **22,000 sub-projects**, reaching **5 million beneficiaries** or approximately 50% of the population.
- The project **increased access to improved water supply** in targeted rural communes, and **46% of households** reported **improved livelihoods**.
- **80% of girls** in project-supported dormitories graduate to next grade; **62% of households** and **60% of women** report increased access to basic infrastructure.





## CDD CoP and GSG

**The CDD Community of Practice** is one of the World Bank's largest communities of practice and has approximately **770 members, with 35% outside the World Bank**, including academics, international development partners, and non-governmental organizations.

**The CDD Global Solutions Group**, the Bank-internal community focusing on CDD, has approximately **335 members** and is also one of the World Bank's largest of its kind.

Both support **research and innovation** related to CDD; function as a **resource center** for CDD practitioners; facilitate the exchange of **ideas, knowledge, and learning**; and **develop CDD staff skills**.

The CDD secretariat, facilitated by the Global Programs Unit of the Global Practice for Social, Urban, Rural, and Resilience at the World Bank, among other services, maintains and updates a library of useful materials for implementing CDD programs, including **operational and knowledge resources, terms of reference**, and **a roster of CDD consultants**.

For more information on CDD, visit the World Bank's CDD topic site at <http://www.worldbank.org/en/topic/communitydrivendevelopment>

Or join our Collaboration4Development site at <https://collaboration.worldbank.org/groups/community-driven-development-global-solutions-group>

For questions or assistance, contact us at [cddgsg@worldbank.org](mailto:cddgsg@worldbank.org)